

Eva N. Santos Communication Award Nomination
2016

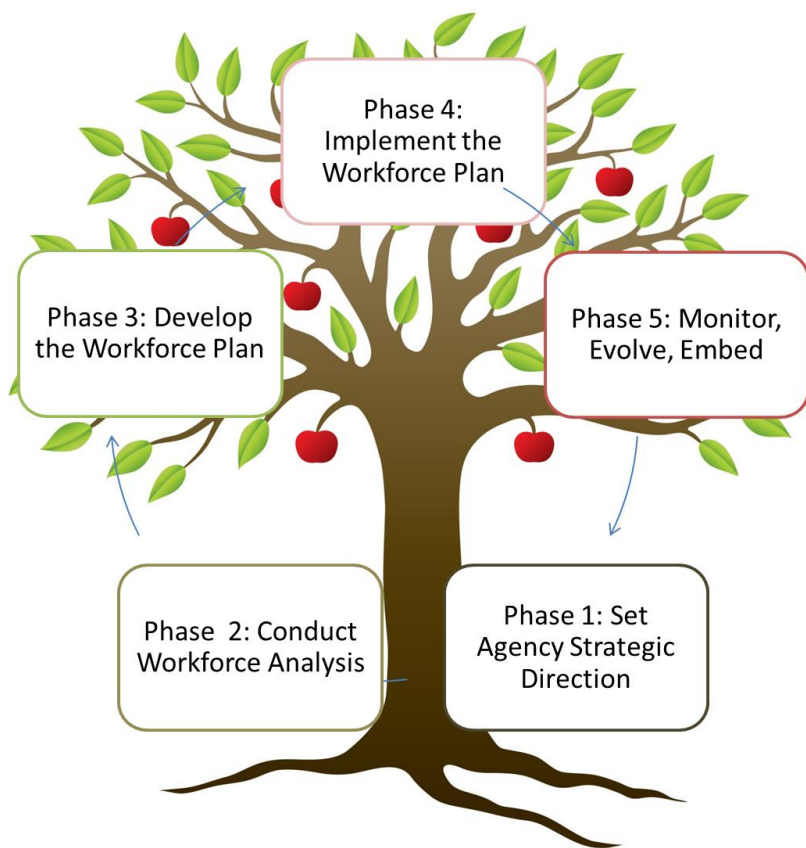
Workforce Planning Initiative

Louisiana

Lindsay Ruiz de Chavez
Public Information Director
Department of State Civil Service
P.O. Box 94111
Baton Rouge, LA 70804-9111
Phone: 225-342-8272
Fax: 225-342-8058
Email: Lindsay.Ruiz@la.gov

1. Brief description

The State of Louisiana's [Workforce Planning Model](#) is a communication tool issued by the Department of State Civil Service, which hosts resources and information for agencies on all aspects of workforce planning including templates, guidelines and links. The model serves as a reference to help agencies identify critical workforce issues and assist them in developing strategies to overcome the problems that workforce issues create. The Department of State Civil Service structured the model into two parts; the first being a narrative containing General Information for the workforce planning process that includes a summary of the five phases in preparing a workforce plan. Second, is a Workforce Planning toolkit that includes resources and



key action charts (see page 2 for the Phase 1 Key Action Chart). In addition, the Department of State Civil Service has created an [electronic overview of the Workforce Planning Model](#) for those interested in a more visual approach to workforce planning. Finally, a [new webpage](#) was created on the SCS website to provide a “one-stop shop” for the workforce planning model, related

links, and project information. Overall, this model provides agencies with the necessary tools to conduct effective workforce planning to get the right people, with the right skills, into the right jobs, at the right time.

Key Action Chart for Phase 1:

Phase 1 Key Action Chart	Set the Agency Direction
<p><i>Document & Analyze Organizational Direction</i></p> <p>State Civil Service offers consulting services in Workforce Planning. Civil Service staff will work with an agency in facilitating an exercise to identify the core organizational competencies within your agency.</p>	<p>Strategic focus of the agency:</p> <ul style="list-style-type: none"> ✓ Review agency strategic plan. ✓ Analyze strategic plan and identify mission, key strategies, goals, and workforce issues. ✓ Determine whether there are pending changes to the agency’s mission documented in the strategic plan that would affect the agency workforce now or in the future. <p>Budget/financial forecasts:</p> <ul style="list-style-type: none"> ✓ Analyze budget estimates. ✓ Determine whether there will be budget issues affecting the current or future workforce. <p>Changes in Technology:</p> <ul style="list-style-type: none"> ✓ Determine whether changes in technology will change the way the work is performed. <p>Legislative:</p> <ul style="list-style-type: none"> ✓ Determine whether current, new or anticipated legislation will affect the agency.
<p><i>Determine Scope</i></p>	<p>Scope: Determine whether the plan will cover the entire workforce or a more limited scope, such as:</p> <ul style="list-style-type: none"> ✓ Jobs that require scarce or high-demand technical expertise ✓ Jobs in particular mission-critical roles ✓ Jobs that are difficult roles to recruit or retain ✓ Jobs that historically have high turnover ✓ An agency-specific strategy or change to ensure that qualified people are employed ✓ Jobs most likely to be vacated soon due to retirements ✓ A combination of the above

2. How long has the submission been in existence?

The Louisiana Workforce Planning E-Model was published on April 1, 2015.

3. Why was the submission created?

This Workforce Planning model was created when Agency Focus Groups presented a need for workforce planning tools in order to prepare for current and future changes in State government. In the State of Louisiana, our evolving economic and business climates pose a

concern to our agencies. Attracting and recruiting employees, preserving institutional memory, budget cuts, retirements, and training employees are just some of the issues agencies have identified as critical components of workforce planning. The mission of State Civil Service is to provide human resource services and programs that enable state government to attract, develop and retain a productive and diverse workforce that excels in delivering quality services to the citizens of Louisiana. In order to uphold this mission, a team was created to research similar workforce planning models from the following resources: State of Tennessee, State of Texas, State of Alaska, State of Georgia, State of New Hampshire, The Commonwealth of Massachusetts, and the International Public Management Association for Human Resources. The results of this research played a large role in the development of the current model.

4. How does this submission support the goals and objectives of your agenda/department?

Louisiana State Civil Service's primary mission is to enable agencies to attract, develop, and retain the best possible workforce. SCS achieves this goal by providing resources and tools to agencies as well as acting in a consultant capacity to agencies. The Workforce Planning Model fulfills these goals by providing agencies with an easy to understand and use tool with which to perform workforce analysis and create workforce plans. Additionally, State Civil Service recognized and responded to the differing needs of its clientele with respect to how information is received and processed by providing both a narrative and an electronic format of the tool. Finally, the collection of the model, tools, resources, and links on one web page enables SCS to maintain a consistent and accessible platform from which to share workforce planning knowledge. Maintaining today's workforce requires careful management planning to be an attractive, competitive employer. By serving as a consultant for our state agencies, they are able to use the model to gain information in order to retain their current workforce and plan for the future while dealing with budgetary issues as well as other environmental factors. Overall, the Department of

State Civil Service focuses on providing services in an efficient and courteous manner, while fostering work practices that ensure classified employees work in an environment where excellence and productivity are encouraged and recognized.

5. Have you been able to measure the effectiveness of this submission? If so, how?

Since publication, there has been no formal measurement of effectiveness, however, there has been increased interest in topics mentioned in or related to the Workforce Planning Model, including training on topics such as SWOT and the Workforce Planning process. Additionally, Louisiana State Civil Service is currently developing a Competency Model to be used in conjunction with the Workforce Planning Model. Upon completion, our goal is to establish a statewide competency model strongly correlating individual competencies with exceptional performance on the job in order to build and maintain a successful workforce. Agency interest and participation in the competency model project has been very high, another indirect indicator of both the need for workforce planning information and tools, and the successful communication and sharing of those tools with SCS's client agencies. In our current economic state, Louisiana State Civil Service strongly believes in the importance of providing the necessary tools to efficiently assist agencies. By addressing gaps and developing strategies, we aim to ensure our workforce is providing quality service to the citizens of the State of Louisiana.